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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (19 Feb 69) FOR OT UT 684297

25 February 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 14th  
Transportation Battalion (AM&S)(GS), Period Ending 31  
October 1968

SEE DISTRIBUTION

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
as

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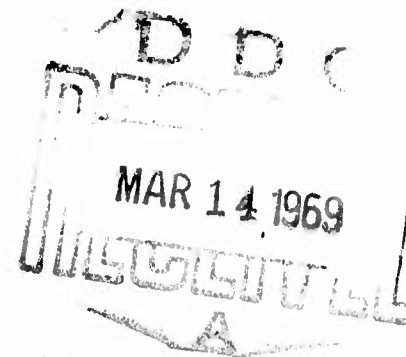
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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT  
(ARMY) ATTN FOR OT UT. WASHINGTON, D.C. 20310



AD848943

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 14TH TRANSPORTATION BATTALION (AM&S)(GS)  
APO 96240

AVGFN

14 November 1968

SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(GS)  
for the Period Ending 31 October 1968, RCS: CSFOR-65 (RI)

THRU: Commanding Officer  
34th General Support Group  
APO 96309

TO: Headquarters  
AC of S Force Development  
Washington, D.C. 20310

1. Section 1, Operations: Significant Activities

a. The following key personnel changes were made:

- (1) Major John G. Burbules assumed command of the AVEL North (PROV) Company on 5 Aug 68.
- (2) CW4 Eugene W. Klauk was assigned as Personnel Officer on 26 Aug 68.
- (3) Major Lucien R. Garneau was assigned as S-3 on 3 Sep 68..
- (4) LTC Edward L. Landry assumed command of the battalion on 4 Sep 68.
- (5) Major Thomas C. West assumed command of the 604th Trans Co (DS) on 9 Oct 68.

b. The following awards and decorations were presented: Nine Bronze Stars, one Joint Service Commendation Medal, eleven Army Commendation Medals, twenty-one Air Medals, nine USARV Certificates of Achievement and thirty battalion Certificates of Achievement.

FOR OT UT

684297

Inclosure

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c. Emphasis was directed toward improving supply management during the quarter. Areas stressed included:

- (1) Purifying authorized stockage lists. (ASL's)
- (2) Accelerating mechanized supply (NCR 500 EAM) training for commanders, technical supply officers, and NCO supply supervisors.
- (3) Completing stock location surveys and improving storage facilities.
- (4) Reassigning civilian contract personnel from maintenance activities with a declining workload to technical supply activities having an increasing workload.
- (5) Improving organization and facilities for processing retrograde material.
- (6) Increased inspection of materiel for deteriorating shipping containers and initiating a local re-packaging program for protecting high dollar value repair parts.
- (7) Identification and turn-in of all fringe items and ASL stocks in excess of the requisitioning objective (R/O).
- (8) Improving mechanized supply program discipline (Conducting established EAM programs on a scheduled basis).

d. A specialized maintenance procedure was developed to accomplish a large number of AH-1 G helicopter (COBRA) tail rotor inspections which came due for mandatory inspection within a relatively short period. Units were directed to "hand carry" tail rotor hub assemblies to the inspection station and inspection was accomplished without transportation delay. This procedure minimized NORM time and enabled the supported units to receive their hubs the same day they were work ordered.

e. Construction of an aircraft maintenance hanger for the 604th Transportation Company (DS) in Pleiku was started. Due to intervening higher priority engineer commitments, work was temporarily suspended during October but will start again on or about 15 Nov 68.

f. The number of UH-1 aircraft retrograded to CONUS for airframe bonded panel separations was reduced by aggressively locating and utilizing hard to obtain replacement panels and panel repair kits. This resulted in local repair of three (3) UH-1C aircraft previously scheduled for CONUS evacuation.

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g. The direct support companies initiated a monthly supply and maintenance programming meeting for supported units. Preliminary results indicate meetings will be extremely beneficial for improving customer relations and resolving problems at the company level.

h. A test is underway to determine if technical supply performance can be improved by using an O56 verifier. It is anticipated the verifier will eliminate key punch errors now causing halts in EAM program runs. The 79th Transportation Co (ADS) will be the battalion test unit.

i. The Automatic Digital Network (AUTODIN) is being utilized where available for transmitting requisitions to the US Army Aviation Maintenance Management Center (USAAMMC). The 79th Transportation Company (ADS) in Qui Nhon and the 608th Transportation Company (ADS) at Dong Ba Thin started using this facility during October 1968. Requisition transmission time is now averaging four (4) hours which is a substantial improvement over the air courier system.

j. Two hundred fifty-seven (257) new aircraft were processed into country and sixty-nine (69) were retrograded out of country. Type, model and series follows:

<u>IN PROCESSED</u>	<u>RETROGRADED</u>
OH-6A        96	UH-1        63
UH-1C        2	CH-47       6
UH-1D       15	
UH-1H       141	
CH-47        1	
CH-54        2	
TOTAL       257	69

k. A Lockheed Air Service contract maintenance team of eleven (11) men reestablished the CH-47 12th Periodic Inspection Program on 9 Oct 68. This specialized team (contracted for a one year period) will significantly improve CH-47 helicopter availability and contribute much to the accomplishment of the unit mission.

l. Enemy activity increased during this period. Significant losses included major damage to two buildings (billets), minor damage to two buildings, two Avionics Modification (ZYR) vehicles destroyed and major damage to one vehicle. These actions did not effect battalion productivity. All damages have been repaired and the losses replaced. There were thirty eight (38) aircraft recoveries/evacuations performed.

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m. Normal training requirements were accomplished. Selected personnel of subordinate units attended a special training class on NCR 500 equipment programs conducted by the Automatic Data Field Systems Command, DSU/GSU Assistance Team, Pacific.

n. The following number of personnel have received in-country schooling during the reported period:

(1) Airframe Courses

UH-1B, C Helicopter	5
UH-1D, H Helicopter	4
CH-47 Helicopter	4
OH-6A Helicopter	8

(2) Engine Courses

T-53 Turbine Engine	7
T-53-L13 Turbine Engine	4
T-55 Turbine Engine	3
T-63 Turbine Engine	4

(3) Aircraft Supply Course 3

(4) Aircraft Armament Course 1

(5) NCR 500 EAM Course

Operators	1
Supervisors	10

(6) Aviator Aviation Transition

OH-6A Helicopter	1
------------------	---

(7) Packaging and Preservation 1

(8) Jungle Survival (out of country) 1  
Phillippine Islands)

o. The retrograde of reparables represented a substantial portion of the workload for all direct support units. Monthly tonnage follows:

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<u>MONTH</u>	<u>IN-COUNTRY</u>	<u>OUT OF COUNTRY</u>	
August	54.3 S/T	143.4 S/T	
September	63.1 S/T	96.1 S/T	S/T = Short Tons
October	38.8 S/T	72.4 S/T	
TOTAL	156.2 S/T	311.9 S/T	

p. Continued emphasis was placed on the expeditious retrograde of engines not repairable in-country. Daily engine reports were submitted to the battalion engine manager identifying engines received or shipped by serial number. This procedure provided positive control and movement of engines through the system. The following numbers of engines were processed:

	<u>79th</u>	<u>540th</u>	<u>604th</u>	<u>608th</u>	<u>Total</u>
Returned to service		15			15
Shipped to AMC	104		62	41	207
Shipped to other locations	9		13	14	36
			Total Processed		258

q. Subordinate units performed their combat maintenance and supply mission. There were no operational days devoted exclusively to Movements or Training. Unit training, including those subjects listed in USARV Reg 350-1, were integrated into the unit's operational day.

## 2. Section 2, Lessons Learned: Commander's Observations, Evaluations and Recommendations

### a. Personnel

#### (1) Inadequate Manning Levels in Direct Support Supply Activities (DSSA)

(a) OBSERVATION: The DSSA's of the subordinate direct support units are inadequately manned to perform their mission.

(b) EVALUATION: DSSA workloads are in excess of the workloads conceived by TO&E planners. Empirically TO&E manning levels were designed to manage approximately 4000-5000 air material line items with a force of 28 personnel. The average DSSA in the battalion now manages approximately 14,000-16,000 line items, including avionic and armament materiel. This is a two hundred (200) percent increase in the workload without a corresponding increase in work force. USAREUR, by contrast, while testing a similar mechanized supply system recently increased the manning levels of similar DSSA's (with equivalent workloads) from 28 to 70/80 personnel. This increase was the result of a 1967 Department of the Army directed study of DSSA operations.

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(c) Recommendation: That the MTOE DSS/ personnel changes submitted through command channels by this battalion on 6 Nov 68 receive early favorable consideration.

(2) Ineffective Time in Connection with Special Leave Granted Under Public Law 89-735, 2 November 1966.

(a) OBSERVATION: Substantial military time is lost in connection with special leave granted to individuals who extend their tours in Vietnam or who are granted such leave upon reenlistment in Vietnam.

(b) EVALUATION: Almost without exception, personnel who are granted thirty day special leaves within CONUS overstay their leaves. The problem apparently originates from a lack of control over these individuals at the US Army Personnel Centers within CONUS. Although D' Circular 630-2, dated 21 March 1967 as extended, directs debarkation port Personnel Centers to indorse one copy of leave orders of such individuals when they arrive in CONUS and again when they report back to the Personnel Center for onward movement to Vietnam, this is rarely accomplished. Due to this fact it is most difficult to determine whether an individual was in fact absent without leave or whether he reported to the Personnel Center and was held awaiting transportation. In one case, this battalion was informed by the US Army Personnel Center, Ft Lewis, Washington, that personnel on special leave are not carried as attached on their Morning Reports. This further illustrates the lack of personnel control and accountability.

(c) RECOMMENDATION: Personnel Centers serving Vietnam comply with D' Circular 630-2. Recommend indorsements identify each individual, indicate date and hour of arrival in CONUS and date and hour of departure from the Personnel Center enroute to leave site. Indorsements prepared when individuals report to the Personnel Center after leave should indicate date and hour reported and date and hour enroute to Vietnam. These orders should then be immediately mailed to soldier's present unit.

(3) NCR 500 EAM Qualified Personnel Input Rate does not meet Personnel Return to CONUS Output Rate

(a) OBSERVATION: School trained NCR 500 personnel are not replaced as vacancies occur.

(b) EVALUATION: The lack of NCR 500 repairmen (MOS34D2TG3) reduces the readiness of the NCR 500 mechanized supply system by causing unacceptable down time. It is not possible to OJT a repairman when only one TOE space is authorized per unit. One company within the battalion was without an organizational maintenance capability for over twenty days. The shortage of trained NCR 500 operators (MOS 76P2DG3) also hampers performance. There is no longer a NCR 500 operator course available in country, and efforts to OJT supply personnel have proven less than satisfactory.

(c) RECOMMENDATION: (1) NCR 500 EAM qualified personnel input

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for the Period Ending 31 October 1968, MOS: CSFOR-65 (BI)

rate meet personnel return to CONUS output rate.

(2) Consider re-establishing an in-country NCR 500 training program to qualify basic EAM machine operators and repairmen on NCP equipment (Qualification for G 3 suffix to MOS).

(4) Rotary Wing Technical Inspectors (MOS 67W) Shortages

(a) OBSERVATION: The battalion is presently short fourteen (14) rotary wing technical inspectors of the thirty-three it is authorized. This significant shortage of a critical skill in an aircraft maintenance unit detracts from full mission capability.

(b) EVALUATION: The shortage of technical inspectors creates longer aircraft shop "turn around time" which in turn directly affects operational aircraft availability. Additionally, technical inspectors are needed for inspecting reparable prior to return to depots. Continued shortages of rotary wing technical inspectors hampers rapid return of high dollar value reparable to CONUS, lowers quality control standards and reduces unit production capability. Emergency requisitions have been submitted for needed personnel.

(c) RECOMMENDATION: Command action be taken to expedite assignment of needed personnel. Further recommend as an inducement to retain personnel in Vietnam beyond their normal DEPOS and to encourage CONUS volunteers for Vietnam duty, award P-2 specialty pay to rotary wing inspectors serving in RVN. As an interim measure, a battalion OJT program has been initiated in an attempt to qualify the more experienced helicopter mechanics as technical inspectors. This requirement however detracts from the overall helicopter maintenance production capability.

b. Operations

(1) Calibration Team Shortcomings

(a) OBSERVATION: The A Level Transfer Teams sent to RVN for calibrating test equipment do not have the capability to calibrate all test equipment assigned to the direct and general support units (DS)(GS).

(b) EVALUATION: Supporting calibration teams need additional test equipment to calibrate certain items of DS/GS test gear. This creates a serious DSU problem as certain needed test devices cannot be used for their intended purpose. Early calibration of DS/GS unit test equipment would significantly improve the units capability to troubleshoot and repair supported aircraft.

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14 November 1968

SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(CS)  
for the Period Ending 31 October 1968, RDS: CSFVR-65 (RI)

(2) Avionics "Repair and Return-to-User" Program

(a) OBSERVATION: The present return rate from CONUS of Avionics components work ordered under the "Repair and Return-to-User" program is considerably less than the number being retrograded.

(b) EVALUATION: A steadily increasing number of reparable items is accumulating in the avionics "Repair and Return-to-User" program. During the past six (6) months this battalion work ordered one thousand one hundred and seventy four (1174) reparable items to CONUS while only two hundred and sixty seven (267) serviceable items were returned. This represents a return rate of approximately twenty two (22) percent. If this ratio continues, it will seriously impair this battalion's ability to provide avionics support to combat aviation units in II Corps.

(c) RECOMMENDATION: That command emphasis be directed towards expediting return of items retrograded under the CONUS Avionic "Repair and Return-to-User" program. If turn around time cannot be reduced, theater stock and float levels must be increased to meet current demands.

c. Training:

(1) Shortage of AH-1G, CH-54 Helicopter and U-21 Aircraft Qualified Maintenance Aviators

(a) OBSERVATION: Only a limited number of assigned aviator maintenance officers are qualified to perform maintenance test flights on the types of aircraft this battalion supports.

(b) EVALUATION: This battalion has a maintenance support responsibility for CH-54 and U-21 aircraft but does not possess a qualified test pilot. There are only two aviators within the battalion (one a company commander) qualified to test fly AH-1G aircraft although direct support maintenance is provided for several units. There are only two companies in the battalion with the capability to test fly CH-47 aircraft although all four companies have a support maintenance mission.

(c) RECOMMENDATION: Improve qualifications of aviator personnel through more careful selection and apportionment of qualified aviators being assigned to USARV.


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- d. Intelligence. NONE
- e. Logistics. NONE
- f. Organization. NONE
- g. Other. NONE

1 Incl  
List of Organizations

  
EDWARD L. LANDRY  
LTC, TC  
Commanding

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- 1- 608th T Co, APO 96377
- 1- AVEL Co N(PIOV), APO 96240
- 1- HHC, 14th T Bn, APO 96240

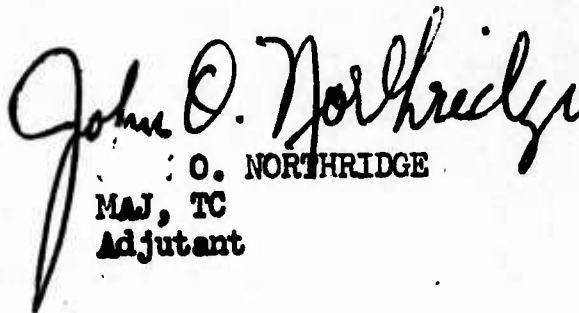
AVGF-B (14 Nov 68) 1st Ind  
SUBJECT: Operational Report of 14th Transportation Battalion (AM&S)(GS)  
for the Period Ending 31 October 1968, RCS: CSFOR-65 (RI)

DA, HQS, 34th General Support Group (AM&S), APO 96309 15 368

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,  
APO 96375

1. Reference Section 2, a (1)(c) Concur. The MTOE DSSA personnel and equipment changes are being revised for inclusion of some equipment items in the 34th General Support Group TDA which is now being prepared. Personnel changes will be held until the standardized MTOE is forwarded.
2. Concur with recommendations contained in Section 2, a (2), (3) and (4). Implementation is not within jurisdiction of this command.
3. Reference Section 2, b (1) Recommendation was inadvertently omitted and is provided as follows: (c) Recommendation: "That the calibration team be equipped with all necessary test equipment to perform calibration on all equipment at DS-GS units". This headquarters concurs.
4. Reference Section 2, b (2) The observation and evaluation accurately analyzes the problem. Numerous actions have been initiated at the Group and USARV level to all CONUS commands with responsibilities and/or Command interest in the avionics field, providing detailed analysis and recommended actions to correct this deficiency. The most realistically obtainable solution is a reduction in turn around time to 45 days. The battalion recommended increase in theater stockage and float levels cannot be attained due to contractor production and fiscal limitations.
5. Concur with recommendation, Section 2, c (1). Shortage of qualified maintenance test pilots exist throughout this command particularly in the type aircraft noted. Officer personnel requisitions submitted by this command over the past seven months have been annotated to indicate specific qualifications in certain type aircraft, and maintenance test flight procedures. Results should be realized within the immediate future thus eliminating the problem.

FOR THE COMMANDER:

  
JO. NORTHBRIDGE  
MAJ, TC  
Adjutant

AVHGC-DST (14 Nov 68) 2d Ind  
SUBJECT: Operational Report of 14th Transportation Battalion (AM&S) (GS)  
for the Period Ending 31 October 1968, RCS: CSFOR-65 (RI)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 1 5 JAN 1969

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1968 from Headquarters, 14th Transportation Battalion (AM&S) (GS).

2. Comments follow:

a. Reference item concerning ineffective time in connection with special leave granted under Public Law 89-735, page 6, paragraph 2a(2). This headquarters is currently investigating the problems concerning military time lost by personnel on special leave and if the findings warrant, the matter will be brought to the attention of DA.


b. Reference item concerning NCR 500 EAM qualified personnel, page 6, paragraph 2a(3). The 34th General Support Group, parent command of the 14th Transportation Battalion (AM&S)(GS), has no known shortages of NCR 500 qualified personnel. No shortage of qualified replacements is anticipated by this headquarters.

c. Reference item concerning Rotary Wing Technical Inspector (MOS 67W) shortages, page 7, paragraph 2a(4). The 34th General Support Group is receiving priority in the assignment of MOS 67W personnel, and will continue to do so until they reach the USARV average.

d. Reference item concerning Avionics "Repair and Return-to-User" Program, page 8, paragraph 2b(2). A USARV representative was sent to Sacramento Army Depot (SAAD) on 8 December 1968 to meet with AMC, ECOM and SAAD representatives to resolve the many problems being experienced in the program. The program should be improved as a result of the meeting.

e. Reference item concerning shortage of AH-1G, CH-54 helicopter and U-21 aircraft qualified maintenance aviators, page 8, paragraph 2c(1); and 1st Indorsement, paragraph 5: Concur with the 1st Indorsement, paragraph 5.

FOR THE COMMANDER:

  
A.R. GUENTHER  
CPT. AGC  
ASST. ADJUTANT GENERAL

Cy turn:  
HQ 34th GS Gp (AM&S)  
HQ 14th Trans Bn (AM&S) (GS)

GPOP-DT (14 Nov 68) 3d Ind

SUBJECT: Operational Report of HQ, 14th Trans Bn (AM&S)(GS) for Period  
Ending 31 October 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 24 JAN 1968

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT  
CPT, AGC  
Asst AG

### LIST OF ORGANIZATIONS

1. Headquarters and Headquarters Company, 14th T. Bn, APO 96240
2. 79th Transportation Company, Direct Support, APO 96238
3. 540th Transportation Company, General Support, APO 96238
4. 604th Transportation Company, Direct Support, APO 96318
5. 608th Transportation Company, Direct Support, APO 96377
6. Avionics Electronics Company, (LEVEL) North (Prov), APO 96240
  - a. 2nd Sig Det
  - b. 19th Sig Det
  - c. 128th Sig Det
  - d. 203rd Sig Det
  - e. 241st Sig Det
  - f. 250th Sig Det
  - g. 260th Sig Det
  - h. 344th Sig Det

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